



DEPARTMENT OF THE ARMY  
HEADQUARTERS, U.S. ARMY GARRISON  
U.S. ARMY SIGNAL CENTER AND FORT GORDON  
FORT GORDON, GEORGIA 30905-5000

REPLY TO  
ATTENTION OF:

Office of the Garrison Commander

5 October 2004

MEMORANDUM FOR All Garrison Personnel

SUBJECT: Garrison Commander's Policy Memorandum No. 6 — Garrison Alternative Work Schedule Program

1. Alternative Work Schedules (AWS) have been utilized at Fort Gordon for many years and remain an excellent and viable management tool. Their usefulness and popularity are unquestioned. However, management must ensure that an established AWS takes into consideration mission requirements, service to the public, impact on the efficiency of organizations, and impact to individuals. Management retains the right to maintain an adequate work force.
2. A regular and recurring Scheduled Day Off (SDO) is based upon a normal/routine workload. There will be times when it may be necessary to adjust or even temporarily suspend an SDO due to mission requirements. When overtime is needed on an irregular basis, continued use of SDOs for that period of time is inappropriate and unauthorized. Directors should monitor any trends and take appropriate corrective action as necessary. Also, while Mondays and Fridays tend to be the most popular SDOs, an appropriate balance must be made to ensure adequate coverage for normal operations; e.g., coordinating actions, completing job assignments, and answering questions. Therefore, for Garrison managers and supervisors GS-11 and above, SDOs on Mondays and Fridays will be limited to one Monday SDO and one Friday SDO per quarter for each manager or supervisor requesting those days as an SDO. Directors will maintain records of AWS and provide them to me at the end of each quarter. It is suggested that a similar system be applied to the nonsupervisory work force, but this is the directors' option based on their situational factors.
3. I support AWS, but I expect directors to exercise prudent judgment to make this a viable program that is mutually beneficial to management and employees.

KAREN S. ADAMS  
Colonel, SC  
Commanding